CHAPTER 1 - INTRODUCTION

1.1 BACKGROUND

San Antonio International Airport (the Airport or SAT) affects almost every aspect of the City of San Antonio and the region. The economies of the City and region are diverse and built on a combination of tourism, technology, the military, education, and medicine. Each of these requires the national and international market access provided by the Airport. In the current recession, the regional economy has performed better than many of the other major urban Texas economies as a result of the heavy presence of the military, educational, and medical sectors that are more resistant to a downturn than other sectors, such as real estate, finance, and manufacturing. Recently, entities in San Antonio's military, educational, and medical sectors have announced major new initiatives that will further strengthen the regional economy.

To ensure that the Vision 2050 Master Plan for San Antonio International Airport maximizes the current and future role of the Airport in the development of the City and region, a vision statement and a set of goals and objectives were defined to guide the Master Plan. The vision statement and the set of goals and objectives were used to guide and evaluate the development alternatives and the final recommended plan, and to communicate the direction of the future facility improvements at the Airport to City, regional leadership and the public at large. The goals and objectives were developed through a process that engaged the San Antonio community and a wide range of City and regional representatives were included in their formulation.

1.2 GOAL DEVELOPMENT PROCESS

The process used to create the vision, goals, and objectives for framing the future development of the Airport involved two basic components:
- A civic engagement strategy, designed to provide an opportunity for a broad cross-section of the community to participate and provide input to the process
- The research necessary to provide the information needed by the participants to make informed decisions as they formulated the vision for the future of the Airport

A research outline was developed to provide the information needed to create the context for the Vision 2050 Master Plan. The research included:
- Recent media coverage to fully understand current public opinion
- The current vision and goals of the City, Bexar County, the City's Aviation Department, and Port San Antonio to understand their current direction
- The relationship of the Airport to each of the patterns and functions of 11 regional systems, illustrated in **Figure 1-1**, to understand the effect of the Airport on their futures An analysis of the vision and goals of the three Texas airports that affect the catchment area of San Antonio International Airport. These three airports are Austin-Bergstrom International Airport (AUS), Dallas/Fort Worth International Airport (DFW), and Bush Intercontinental Airport/Houston (IAH).

Together, these materials form an integrated and comprehensive context for discussions of the Airport's future development and its role in the future of the community and the region.

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A five-step systematic process illustrated on Figure 1-1 was designed to ensure that the goals and objectives would be developed in coordination with preparation of the overall Master Plan. Each of the five steps includes both a civic engagement and research component. The goals and objectives were developed in the initial stages so they could be used as a basis for evaluating the Master Plan alternatives. The initial vision statement was then generated with development of the Master Plan alternatives, and completed with the final plan.
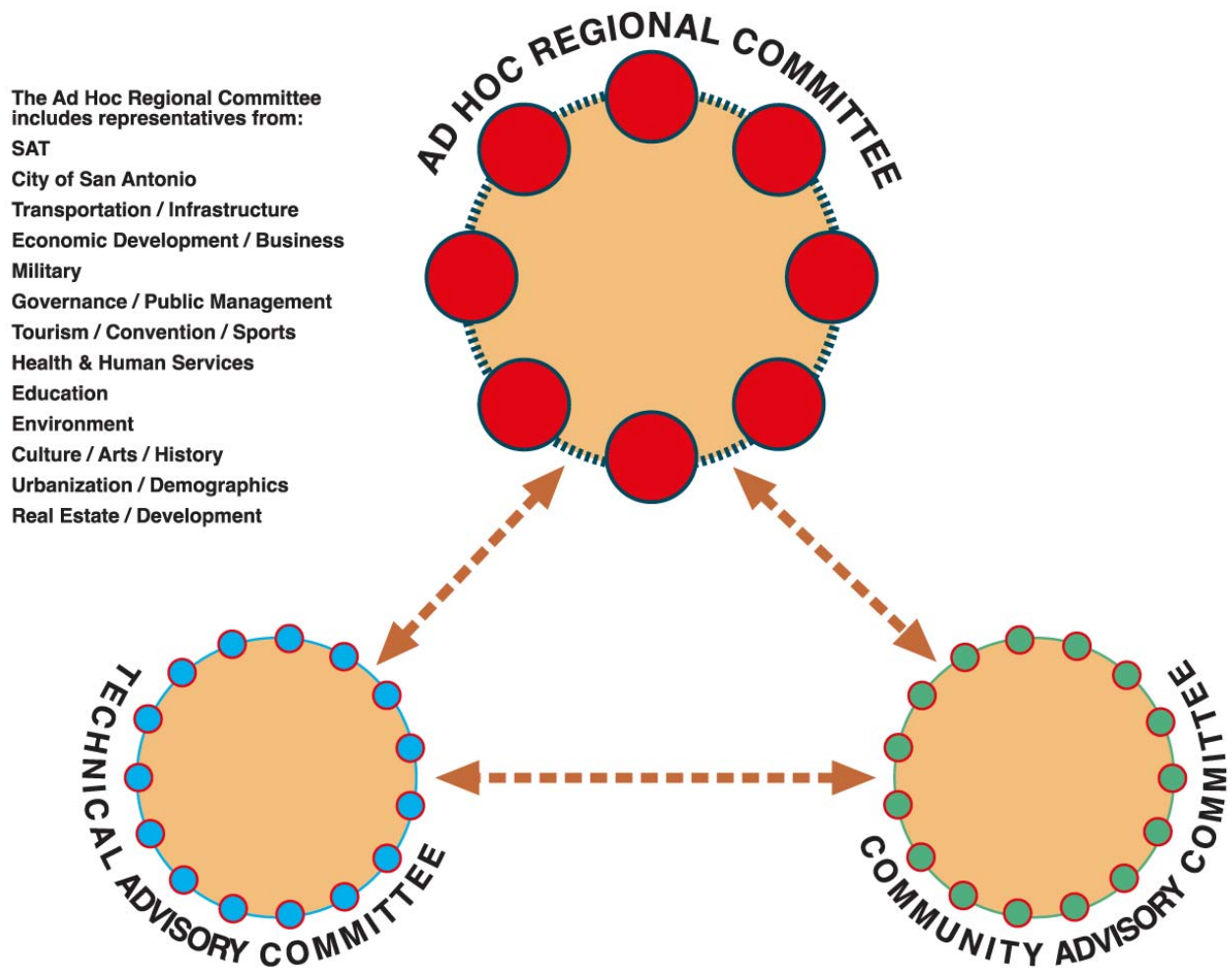
Figure 1-1: Process Diagram
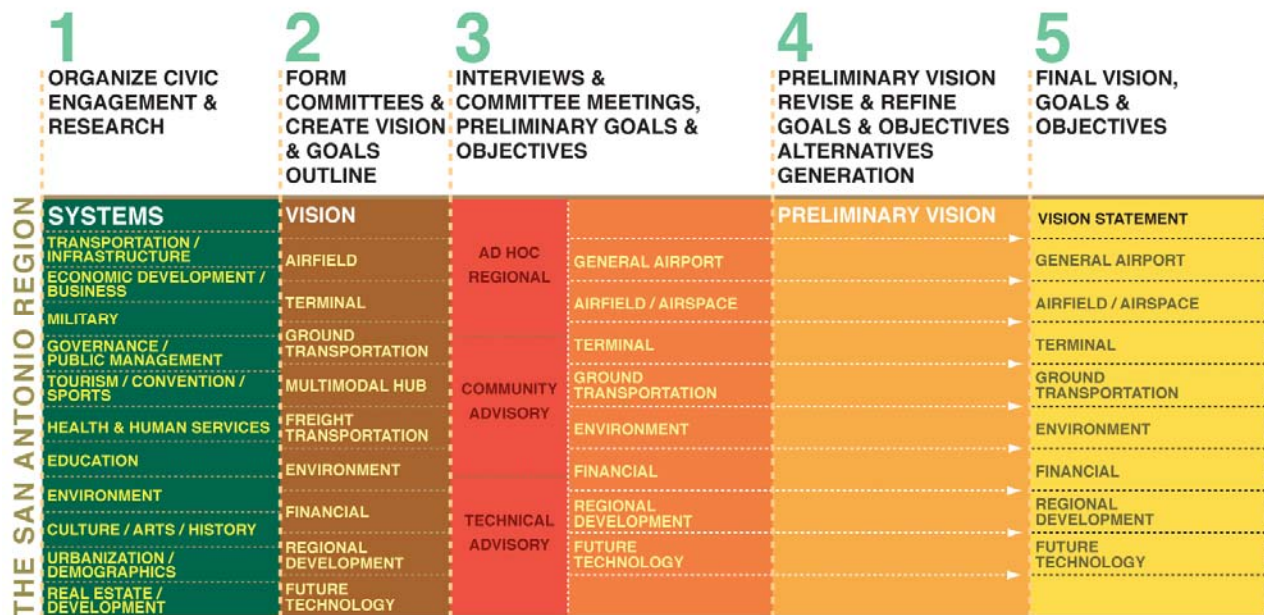
1.2.1 Step 1

Under Step 1, the civic engagement and research requirements were outlined and organized in coordination with Airport staff. An outline of the civic systems to be involved was created, and the research needed to provide information to the participants from each of the systems was conducted to enable informed decision-making. It was determined that three project committees would be formed, as shown on **Figure 1-2**. Each committee was designed to have a different function and mission to provide a different perspective on the future of the Airport. The committees were to provide different sets of inputs needed from the San Antonio community to produce the best possible Master Plan for the Airport. The three committees were:
- The **Ad Hoc Regional Committee**: Provided advice on the future of the San Antonio region and the vision for the Airport to support the region's future.
- The **Technical Advisory Committee**: Provided advice on technical matters relating to specific Airport plans and concepts.
- The **Community Advisory Committee**: Provided advice on community concerns, goals, and plans as input to the Airport plans.

Figure 1-2: Committee Structure

The Ad Hoc Regional Committee
includes representatives from:
SAT
City of San Antonio
Transportation / Infrastructure
Economic Development / Business
Military
Governance / Public Management
Tourism / Convention / Sports
Health & Human Services
Education
Environment
Culture / Arts / History
Urbanization / Demographics
Real Estate / Development

A systems approach was used to provide a template for involving the City and regional communities. A systems methodology is based on segmenting the San Antonio region into a set of urban systems that mesh to form the community rather than on specific features or events. The region was divided into 11 systems to determine the relationship of the Airport to each. The systems are as follows:

- Transportation / Infrastructure
- Economic Development / Business
- Military
- Governance / Public Management
- Tourism / Convention / Sports
- Health and Human Services
- Education
- Environment
- Culture / Art / History
- Urbanization / Demographics
- Real Estate / Development

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To ensure equitable participation by all segments of the community on each of the three committees, representatives from the 11 community systems were identified. Committee rosters are provided in **Appendix A**.

1.2.2 <u>Step 2</u>

Step 2 was focused on determining the structure and organization of the committees, their roles, and functions; identifying and inviting participants for each committee; completing the research needed to present at the committee meetings; and creating an initial outline of the vision, goals, and objectives. Extensive research, presented in **Appendix B**, was completed in Step 2. The first component of the research was focused on determining the current attitudes regarding the Airport, the level of community interest, and the level of community support. The research revealed that the Airport did not appear frequently in the local print media. Most of the recent media coverage, defined as news articles within print media over the last 2 years, primarily focused on the AT&T headquarters relocation from San Antonio to Dallas and a discussion of the Airport's role in that decision. Other articles focused on real estate activity as a result of the AT&T move, with the Airport playing a peripheral role and a handful of other general purpose articles related to specific events. The coverage did not shift public opinion to any great extent, but it did focus a great deal of attention among civic leadership on the importance of the Airport to the future of the City and the region.

As the Airport is a key facility that affects almost every aspect of the City and the region, a second component of the research focused on the Airport's role in relation to the region. Through discussions with Airport staff, it was determined that the Airport's specific relationship to each of the 11 community systems would be analyzed.

In addition, research was completed on the role and relationship of the Airport to the trade patterns, dynamics, and functions within Texas, the North American trading patterns, and the global network. A third component of the research was focused on the current vision and goals and objectives of the City of San Antonio, Bexar County, the City's Aviation Department, and Port San Antonio to ensure that the Master Plan would not conflict but complement the future of the City and Bexar County. The fourth component of the research was focused on better understanding the market context for the Master Plan. It included a study of the vision, goals, and objectives for the three Texas airports that surround San Antonio, and whose market areas and service levels therefore affect the competitive market area of SAT. While a vision statement for AUS is not included in its goals and objectives, a vision of DFW and IAH as global airports is strongly emphasized. DFW is the stronger of the two, with its vision being "Connecting the World."

The information derived from this research was included in a presentation to be used as a tool for communicating the research to Airport staff, the committees, and the general public. The presentation also provided information that the committees would use to make informed decisions as they participated in the process of developing the vision, goals, and objectives for the Master Plan. The nine categories of goals were developed based on the AECOM Team's experience with previous master plans and research into the San Antonio region. The goal categories were revised using feedback from civic leaders, Airport staff, and the committee meetings in Step 3.

1.2.3 Step 3

Under this step, selected civic leaders and key Airport staff were interviewed, the three committees were convened, and the first draft of the "Guiding Principles, Goals, and Objectives" was developed. In addition, the vision, goals, and objectives were translated into an evaluation matrix to be used in evaluating development alternatives. Each of the three committees met in a two-hour session that provided sufficient time for input from each member and dialogue among the participants. The initial categories for the goals and objectives were revised in response to feedback from the meetings into eight final categories. The input from the committees, Airport staff, and the Aviation Director were integrated to form the initial draft of the goals and objectives. The initial draft of the goals and objectives is, therefore, a synthesis of the input provided by the three committees and a set of interviews with selected community leaders and Airport staff.

1.2.4 Step 4

This next step in the process was focused on generating the initial vision statement. The initial draft of the goals and objectives will be further modified and refined in response to discussions of the alternatives with Airport staff and the three committees in subsequent meetings.

1.2.5 Step 5

The fifth and final step is designed to ensure that the final vision statement, goals, and objectives will be fully integrated into the final Master Plan and that the final Master Plan reflects the vision, goals, and objectives.

1.3 GOALS AND OBJECTIVES

The initial set of goals and objectives did not contain a vision statement as it was felt that the vision should be developed during the master planning process and formulated at the end of the process to reflect the decisions made throughout the process described in **Figure 1-3**.

1.3.1 Guiding Principles

- Create the foundation for the long-term development of the Airport necessary to support the regional economic and social development of the region.
- Take a "big picture", long-range planning approach.
- Recognize that the region has noncyclical growth drivers that need to be considered in the planning process; e.g., military and medical.
- Maximize facilities and land use.
- Make the master planning process inclusive.
- Determine how the Airport fits in the future global, national, and regional networks.
- Ensure a high quality of design at the Airport.
- Evaluate the potential of economic activity opportunities on and around the Airport and position the Airport as an incubator of business development.
- Integrate current Airport planning with planning for other transportation entities, including VIA Metropolitan Transit, the San Antonio-Bexar County Metropolitan Planning Organization, the Lone Star Rail District, Port San Antonio, and Stinson Municipal Airport.

Figure 1-3: Vision, Goals & Objectives Organizational Structure
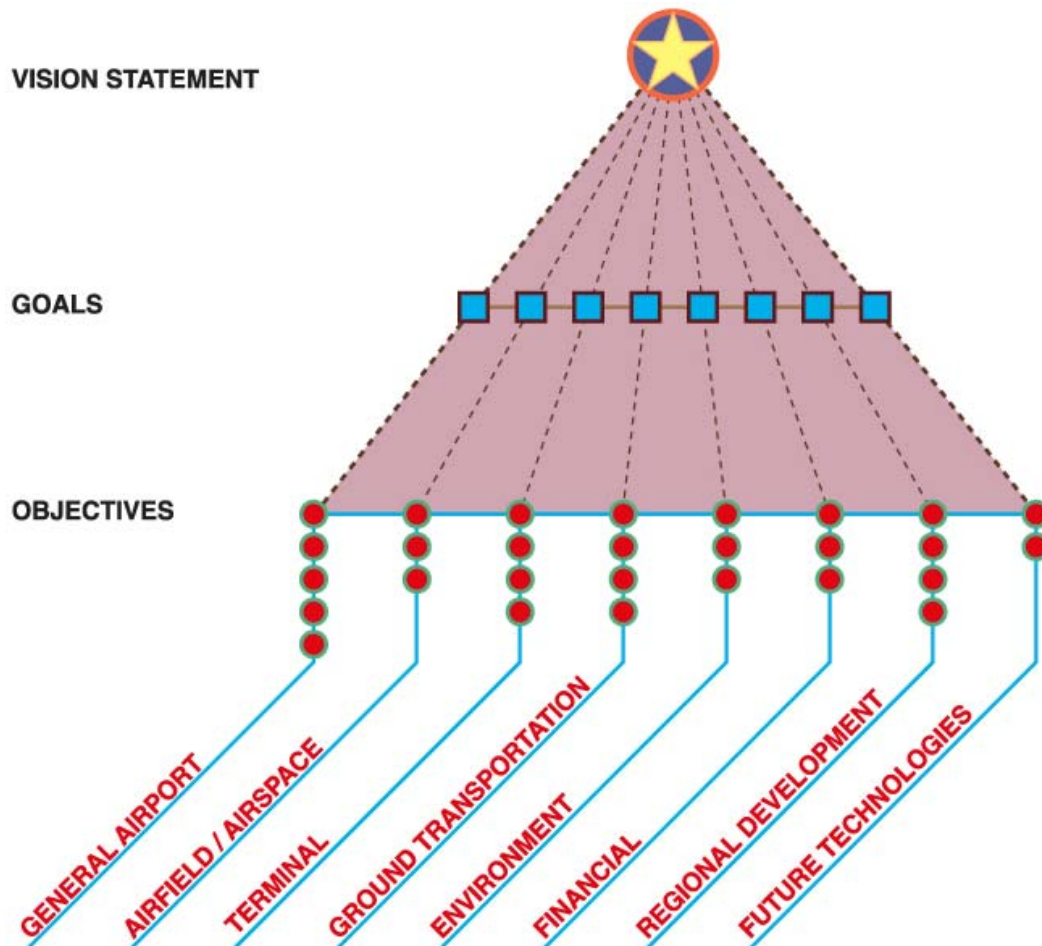
1.3.2 Vision Statement

The SAT Vision 2050 project provides a plan for sustainable development of SAT, enhancing customer service, reflecting the unique identity of San Antonio, accommodating future growth in an environmentally and fiscally sound manner, integrating into the regional transportation system, and supporting regional economic development.

1.3.3 Specific Goals and Objectives

1. General Airport
Goal
1.0   Improve the efficiency of the Airport; the configuration of landside, terminal, and airside components; and the use of the Airport facilities and land envelope over the long term (next 20+ years).

Objectives
1.1   Create a positive and lasting first and last impression of San Antonio.
1.2   Emphasize convenience and customer service for Airport passengers, airlines, and tenants.

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1.3 Balance airside and landside facility development and maximize the use of available property.

1.4 Acquire property as necessary to improve the Airport configuration and efficiency and improve compatibility with surrounding land uses.

1.5 Take advantage of the Airport's convenient location to downtown, universities, medical, military, and other important destinations in the region.

2. Airfield/Airspace

Goal

2.0 Optimize the airfield configuration and functionality to support the level of airline service needed by the region in the future.

Objectives

2.1 Optimize airfield configuration for capacity and safety.

2.2 Minimize conflicts with other users of the airspace in the region.

2.3 Upgrade airfield instrumentation to reduce weather-related delays and support increased airline traffic.

3. Terminal

Goal

3.0 Plan for terminal improvements that will create a memorable gateway to the region with enhanced customer service and the ability to accommodate future increases in passenger traffic.

Objectives

3.1 Ensure convenience and accessibility across the terminal platform.

3.2 Make the terminal a showplace of functionality and design that reflects the local feel and uniqueness of San Antonio.

3.3 Use the public arts program, excellent local restaurants, and retail opportunities to make the Airport a destination in and of itself.

3.4 Allow sufficient space for appropriate configuration of security facilities to enhance customer service.

4. Ground Transportation

Goal

4.0 Enhance passenger and tenant access to the Airport

Objectives

4.1 Maintain fast, easy, and convenient access and egress to and from the Airport.

4.2 Improve the onsite Airport circulation system, including pickup and dropoff areas, access to rental car facilities, and parking.

4.3 Integrate the Airport with the existing and future regional transportation network.

4.4 Plan for future connectivity between the Airport and rail transit.

5. Environment

Goal

5.0 Enhance the sustainability of the Airport.

Objectives

5.1 Be a showcase of stewardship, sustainability, efficiency, and innovation.

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5.2 Address the environmental impacts created by aviation activity and related transportation activities, such as noise and air pollution.

5.3 Enhance land use compatibility with the surrounding environment.

6. Financial

Goal

6.0 Diversify and stabilize Airport revenues to ensure a sustainable financial future.

Objectives

6.1 Maintain the cost competitiveness of the Airport.

6.2 Develop plans to enhance nonaeronautical revenues.

6.3 Produce a financially feasible Capital Improvement Program (CIP).

7. Regional Development

Goal

7.0 Enhance the role and relationship of the Airport to the social and economic future of the region.

Objectives

7.1 Develop plans that will facilitate the availability of nonstop and direct national and international flights.

7.2 Create synergies with regional economic opportunities and other regional investments and assets.

7.3 Develop economic activity opportunities on and around the Airport.

7.4 Coordinate Airport identity with regional marketing and branding strategies.

8. Future Technologies

Goal

8.0 Incorporate new technologies that would enhance the operations and efficiency of the Airport.

Objectives

8.1 Provide flexibility to accommodate technological advances.

8.2 Explore opportunities to incorporate sustainability technologies.